DOCUMENT RESUME

ED 061 982 LI 003 653

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TITLE Special Libraries: Planning and Operation; Preliminary Draft.
INSTITUTION ERIC Clearinghouse on Library and Information Sciences, Washington, D.C.
PUB DATE Sep 71
NOTE 34p.;(13 References)

EDRS PRICE MF-$0.65 HC-$3.29
DESCRIPTORS Budgets; Cataloging; Library Acquisition; Library Circulation; *Library Planning; Library Services; Reference Materials; *Special Libraries

ABSTRACT

An attempt is made in this report to combine a pragmatic how-to-do-it approach with suggestions for applying system analysis techniques for planning and operating a small special library or information center. A special library is defined as a library in a commercial, industrial, governmental or non-profit organization such as research institutions, banks, advertising firms or manufacturing companies, etc. These information facilities generally are small (100 to 10,000 volumes), so manual rather than automated procedures are discussed. In considerations for expansion, however, the ease of convertibility to automation is taken into account. Discussed in relation to establishing a special library are: (1) preplanning techniques, (2) interior design, (3) physical inventory, (4) organization of the collection, (5) cataloging, (6) basic reference collection, (7) ordering procedures, (8) circulation, (9) budget, and (10) services to users. (Author/SJ)

ED 061982

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SPECIAL LIBRARIES: PLANNING AND OPERATION

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Biological Abstracts. Phila., Pa.

September, 1971

LI 003 653

The following report is an attempt to combine a pragmatic how-to-do-it approach with suggestions for applying system analysis techniques for planning and operating a small special library or information center. A special library, for our purposes, may be defined as a library in a commercial, industrial, governmental or non-profit organization such as research institutions, banks, advertising firms or manufacturing companies. The information facility, theoretically, could accomodate from 100 to about 10,000 volumes. Because of the size limitation, we will concern ourselves with manual rather than automated procedures. However, in our considerations for expansion we will take into account the ease of convertibility from one system to the other.

Establishing a small library is much the same, initially, as setting up any new system within a parent organization. A collection of books alone does not constitute a library! The effectiveness of any information system does depend upon the service it provides to its users!! And the service depends upon the efficiency with which the initial concepts and analysis of organizational needs have been determined - as well as what methods have been used to achieve the desired results. The first step is to formalize the library's objectives and aims, including potential requirements as well as immediate needs. Then, decisions must be made on how to implement these goals. It is to be remembered that no library or information facility can be effective without taking into consideration the fact that the primary concern must be its own organization's objectives. Only a clear picture of the parent company's structure and policies will enable the library administrator to formulate realistic and advantageous goals.

After the initial determination is made as to the services to be offered, we would then proceed to evaluate the resources on hand. In order to make the best operational use of existing procedures and materials, and to avoid later duplication, this is a most necessary step. New or [illegible] additional methods should not be introduced into the system unless an adequate analysis of exisiting techniques has been undertaken.

It is true that the services of any information center will, to a great degree, be determined by the purposes for which it is initially established. However, the thoroughness and practicality with which the librarian evaluates needs and his initiative in demonstrating how best to fill them will determine how effective a planning role he will have. Administrative staff and their degree of cooperation directly determines how readily and easily the planner's goals are executed. As with any innovative procedure, personnel difficulties are bound to arise. Tact, consideration, and a sense of humor help minimize these difficulties, but most important it must be kept in mind that the sole reason for the library's existence is to serve the user and to supply the user with the information he wants completely, currently and (hopefully) sometimes before he knows he wants it. Cooperation of administrative staff is dependent upon establishing harmonious relations and establishing professional liaison by having the library administrator attend management as well as policy meetings, keeping informed of current plans as well as the organization's new and projected areas of endeavor. Today's librarian cannot afford to be just a record keeper; she is indeed a member of the Senior Staff who, within the organization, is able to enhance communication, stimulate creative ideas, and provide information essential to informed management decision making.

Throughout the process of planning the new information system present as well as potential future goals should be kept in mind. Two possible approaches in this area are (1) continuation and extrapolation of current trends and (2) consideration of theoretically what we have the capacity to achieve.

Pre-planning Techniques

Personal contacts will initially determine the type of information your user wants and needs. Determination of goals for the services and scope of the collection can only realistically be made when it is known what type of information is currently being supplied, and what potential information would be of value. Other aspects that should be taken into account in making an evaluation might be as follows:

1. Will the library serve in-house staff exclusively - or will services be offered to clients and other special outside interests?
2. Will the library be used by administrative and research and development personnel primarily - by clerical staff as well?
3. What services now being provided need to be continued - which are being offered as a matter of habit and in fact are now obsolete - what new sources of information should be made available to the staff?
4. Has any consideration been given to meeting requirements for present non-users in the organization?

An efficient method for ascertaining actual needs of users (met and unmet) and incidentally for getting to know staff personnel, is to conduct a short personal interview. A phone call several days beforehand requesting a mutually convenient time to discuss individual needs should bring an

affirmative response. (Barging in without notice when a man is busy, rushed or just not prepared might only antagonize him.) At the time of the phone call you might suggest he think about the kinds of information that would be most useful to him - retrospective information? current trends? During the actual interview do stress that the new library service is being installed to meet his needs within the organization. A few sample questions might be as follows:

1. Do you feel you have adequate access to the professional publications that would be most helpful in your work?
2. How do you become aware of competitors' new products or services?
3. Where and how do you learn of new areas of research and development within your field?
4. Where and how do you presently obtain the information you need?
5. What type of information would you find helpful, but do not presently have access to?
6. What services do you envision the new library facility as supplying to you personally?

Fifteen or twenty minutes should be ample time for the interview. And do record your impressions as soon as possible after its conclusion in order to be as accurate as possible. While conducting the interview, look about to gain a general idea of how many, and what type of books or periodicals might presently be in use. Do not be surprised if you do not get exactly the information you are seeking! Often, busy administrators do not really know what information they might want until faced with a particular problem. It is also true that many people are not aware of the types of information sources and services available to them even in their own field.

Do conduct the interview in as helpful and pleasant a manner as possible. Be prepared for some antagonism as there are always those individuals who are initially resistant to any type of change...get as much cooperation and advice as you are able from those anxious to help, and bide your time with the others. If possible it would also be useful to know what manner of educational and professional background each member of the management staff has and whether or not an individual has had experience in other fields of endeavor. The more professional contact you can establish at the beginning, the more effective and efficient an operation you will be able to create. To summarize, as you make personal contacts keep in mind obtaining information in the following areas:

1. What kinds of information the user needs most immediately.
2. How and in what form he is getting this information.
3. What information he would find useful but is not available to him.

At the same time that interviews are being conducted, you might familiarize yourself with other information resources in the immediate area. The location of the organization is a determinant in the size of the projected collection. An isolated company must rely on its own resources for the majority of its fact-finding. A firm located in a busy metropolitan area may have access to specialized and large research collections for use or borrowing privileges. If there are other specialized collections located in your vicinity, perhaps you can arrange for personal visits to that facility. Many hours of experimental trial and error might be eliminated by observing an already established operation. Take into consideration whether there is a convenient public library and how extensive its collection in your field of interest. University and college libraries often

have separate subject collections. In investigating any of these sources, it is important to know each institutions policy on lending of books or periodicals, whether or not they provide telephone reference services, and how convenient their facilities for copying information. In this connection, you might consult a copy of a directory of special libraries and information sources in your area, if such a publication is available. Additional information sources include commerical information services that exist in many cities. The fees charged by these companies are sometimes less than a do-it-yourself search, and often are more inclusive and faster than your own resources would be.

At this point, you will have some idea of the kind of information currently being utilized in your organization, and how it is obtained as well as what sources are available immediately outside your own facilities.

The next step is to ascertain what is already on hand in the form of physical facilities and operating supplies. After determining what is on hand, what is needed to meet your planned goals, you should be in a more informed position to proceed with ordering furniture, supplies and materials to set up the library.

Determination of Physical Facilities: Interior Design

Initially the space for the library may have been pre-determined either because of existing facilities or by limitations of real estate costs making large accomodations prohibitive. However, the following points should be taken into consideration when planning any size space:

1. Area for library should be most accessible to the largest body of staff users.
2. Possible expansion must be included in initial planning since

library moving is much more costly than other types of relocation. Estimates of book capacity for technical libraries indicate that the number doubles approximately every seven years. Periodicals expand at the rate of 7' shelf space per title per year.

3. Library area should be free from outside noises including vibrations.

4. Adequate ventilation, and sufficient lighting are essential; a good humidifying system is desirable for book preservation.

Shelving and furniture requirements will vary, of course, but following are some general guidelines for estimating space requirements according to projected needs:

1. Shelving may be wall shelving or double-faced stacks. These are available in standard 82" or 42" high units. At 82" there will be 6 or 7 shelves; at 42" (counter height) 3 shelves.
2. Shelving width is standard 36" and will accomodate 6/7 books or 4/5 volumes of bound periodicals per running foot. (For maximum efficiency, plan to fill shelf 2/3 full only)
3. Depth of shelving is either 8", 10" or 12" for single face and double that for double face shelving. Unless your requirements are for generally oversize books, the 10" space should be adequate.
4. Slanted shelves are available for display and storage of current periodicals in the same size as book storage shelves.
5. Do take into account that there may be special requirements for oversize books and non-book materials, and consider (especially in some older buildings) that weight load of shelving and books together averages 125 pounds per square foot.

6. Card catalog drawer units are available in various sizes and can be added to as needed. Each catalog drawer holds 1000 cards. (Each book cataloged will require 2-6 additional cards).
7. Aisle space between free standing shelves varies, but average is 3 feet. Spacing in front of card catalog should be 5' for comfortable use.
8. Table and chairs for library use as needed.
9. Work table for processing, labelling and repairing books.
10. Book cart for transporting materials within building. (Preferably one with larger wheels - indispensible for on and off elevators and manouevering in small areas)
11. Library step stool-ladder.
12. Additional furniture requirements where applicable:

Atlas and/or dictionary stand	Newspaper display rack
Photocopying equipment	Bulletin display board
Circulation desk	and office supplies.

In order to determine how to set up your specific furniture requirements, the simplest method is to list all furniture and equipment needed according to work areas: reader service and circulation area, stack area, processing area, and staff area. Then, list furniture on-hand or adaptable for library use, and place orders for items to be purchased. All shelving and library furniture is available in standard sizes from any of several companies. (A list of some of these will be found at the end of this report.) Consideration might be given to the advantages of wood or metal shelves and equipment. It is suggested that metal in a wood finish looks great, is durable and fireproof and possibly less expensive than natural wood. When ordering library furniture,

it might be preferable to use a local supplier. Freight costs are very high so that equipment from a near-by factory may be much less expensive. Then too, a local dealer is more immediately available for service. When designing the interior of the library and locating equipment you might consider that the librarian in a small library would lose valuable contact with users if secluded in a private office! In the mainstream, the librarian has an opportunity to find out what readers are asking for, and how, and whether or not their information needs are in fact being satisfied. In planning library services also, it is important that not only should the physical area be available for the majority of staff users, but also that no one should have to go through channels to make use of the information services.

At this point, to recapitulate, personal interviews are being pursued, simultaneously outside information sources are being investigated, and some preliminary determination as to how the available physical facilities are to be used has been made. The next undertaking is the actual physical inventory of exisiting books and journals in use throughout the organization.

Inventory of Existing Materials

The actual physical inventory of existing books, periodicals and equipment can only efficiently be done by taking a hand-to-hand count in each office area. Don't request that materials be brought to you - no one will be thorough, no one will want to take the time or trouble, and in some instances many will feel that you are about to confiscate a prized and needed possesion. Instead, assemble the necessary tools you will need, and phone ahead to arrange a convenient time to work in each office.

To take the inventory you will need:

1. A sturdy library book cart with shelves and preferably large wheels for easier handling.
2. Stock of 3x5 unlined cards, small file box, and alphabetical dividers (A-Z will do)
3. Rubber stamp with LIBRARY, organization name and address.
4. Rubber date stamp.
5. Notebook to record inventory numbers and miscellaneous information as you progress.

The manner in which the inventory is taken varies but following is a step-by-step guide to one method used successfully.

When you arrive at the office, after arranging a mutually convenient time, ask for all books and periodical subscriptions that have been paid for by the organization. Personal copies should not be included at this time. You could work at any nearby empty desk or from the top shelf of the cart. On the inside cover of each book, in the upper left hand corner, stamp the firm's name and address. On the verso of the title page, in the upper middle top of the page, stamp the date and record beneath the date the inventory number assigned to it. Keep a record (in the notebook) of assigned numbers so that each book in the collection and books in series will have a unique identification. Duplicate copies also each receive an individual inventory number. Periodicals need be stamped on the front cover only with the LIBRARY stamp and the date.

Then record the cataloging information for each book on a 3x5 card. This information should include, as completely as possible, author's name, title of work, edition, publisher's name and location, year of publication, number of pages and illustrations, if any. There should also be noted on

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the card, the inventory number assigned to the book, the name of the present user (to locate book later if needed) and a note on the general subject matter.

SAMPLE BOOK INVENTORY CARD:

Smith, David.
Conservation of natural resources.
2d ed. New York, Doubleday, 1971.
256 p. illus.

75 8-31-71 Paul Thomas copy 1
114 9-10-71 John Nichols copy 2

Conservation.

SAMPLE PERIODICAL INVENTORY CARD:

U.S. news and world report.
Washington, D.C.

8-31-71 Paul Thomas (cut from 8-10-70)
9-10-71 John Nichols (cut from 1-1-71)

A copy of the Anglo-American cataloging rules published by the American Library Association, Chicago, Ill. will provide complete instructions for information to be included. For those who have not completed formal library training, we include some general guidelines as part of this report.(Typing the card initially is most efficient, but may not be possible under all circumstances in a temporary set-up).

Briefly, the general rules for recording the information as shown in the examples above are summarized as follows:

1. For books, the author entry may be the author of the entire work, the editor of a collection, the compiler of a group of selections, or - lacking one specific name - a corporation, the editorial staff of a magazine, and frequently, a government agency. The author's name should properly be taken from the title page, but if not there may be found in the introductory material. Enter one name only if there are more than one, and this to be the name most responsible for the text or the first name of a group of authors.
2. Enter the title of the book, capitalizing first word only, as it appears on the title page. The cover or spine sometimes have varying titles, but the title page information is always preferred.
3. The edition may appear on the title page or on the verso of the title page. Enter the latest edition only. If no information is given, do not mention the edition at all.
4. The publisher and place of publication will appear on the title page predominantly, but may be found on verso at times.
5. The date is important particularly if currency is of value to the user. If this is not on title page or verso of title page, sometimes it appears in the introduction or preface. If it is not available, and you can judge from the contents or index you might enter an approximate date in parenthesis on your card.
6. Number of pages indicates in some instances, how extensive the information might be, and illustrations refers to any type of photos, maps, charts, or drawings - all information useful to the reader seeking information.

To summarize, the inventory will be taken for every elbow office collection by arranging a convenient time, and taking the library cart with appropriate supplies to the area to be recorded. Books will be stamped with the firm's name and address on the inside cover, and the inventory number and date on the title page verso. Cards will be made for each book including the author, title, edition, publisher name and place, date of publication, number of pages, illustrations, inventory number, date of inventory, owner-readers' name and subject matter. Periodicals will be listed on cards (or in book form, if more convenient) with name of periodical, place of publication, name of subscriber, and expiration date of current subscription. These cards to be filed alphabetically as completed in each department. In this manner, when a second copy or duplicate subscription is recorded the already existing card is readily on hand.

Finish each individual collection as completely as you can and return all books and periodicals to the user with as little disruption of his routine as possible. You may find that within an organization where there has been no systematic control of books, people are very wary of having <u>any</u> materials of this nature leave their desks...with good reason. Usually, once the book is borrowed by someone else informally, there is no way to retrieve it when needed. Do return everything at this time, to the owner. (You have no place to store it anyway)

Concurrently with taking the book and periodical inventory, you might be making a list of your initial office equipment and supplies, aside from basic library equipment. Sometimes orders for this type of staples is delayed and the earlier you order, the sooner your basic office materials can be assembled. (Perhaps some of these items will be made available as you

proceed with the inventory). Following is a suggested list to be adjusted according to individual requirements:

Desk with typewriter shelf & chair

Typewriter

Extra typewriter roller with special feature to hold catalog cards for typing

Metal file boxes for 3x5 inventory cards (approx. 4)

Metal file cabinet for manilla folder files (4 drawer)

Shelves to accomodate books in process (2 - 36"x10")

Telephone

Office valet (coats, etc)

Waste baskets

Work table for processing

Office supplies: Pens (red & black), pencils, ruler, scissors (large), date stamps, LIBRARY stamp, firm name stamp, 3x5 unlined cards, 3x5 scrap notes, desk calender, address roto-file, scotch tape, glue for mending, reader cards, date due slips, overdue notice cards, book pockets, visi-record cards for periodicals, cloth mending tape, letter paper & envelopes, inter-office large envelopes, carbon, plain paper, manilla folders for filing, pencil sharpener, if needed, princeton files for periodicals.

A list of library supply firms with their addresses will be included at the end of this report. Annual catalogs are available upon request and these, together with local office supply catalogs, will provide necessary information for ordering.

Organization of the Collection

In planning the library itself, it is necessary to decide upon some physical arrangement for the books to be shelved. The most practical approach is to keep like subjects together. If the books are in an open stack arrangement, and particularly in a small set-up, browsing is facilitated for the reader.

In organizing the library collection, material must be classified into a logical physical arrangement so that the information will be easily retrievable for and by the users. Classification of information should include: a. establishing a sequence of terms and subject descriptions for different categories in the scheme; b. a practical system for numerically coding information so that it can readily be found; c. an A/Z type index where the existence of a subject in the scheme can be verified and an exact position established.

Conventional classification schemes such as Dewey (used in many public schools and small libraries) or Library of Congress (used in public and academic libraries) are too cumbersome or confining for the special nature of very specific subject collections. Other schemes, such as the one used in the American Institute of Physics library, may be too sophisticated to be easily recognized by your users. However, the Special Libraries Association does offer access to several unique classification schemes already in use by established special libraries. Before devising a system of your own, contact SLA concerning these, or visit a similar information service in your area when one is available. If, however, the special nature of your collection precludes the use of an established scheme the following suggestions might serve as a guide to devising your own system. Do keep in mind that the final system established (whatever) must:

1. Be easily understood and convenient for use by your staff and readers.
2. Allow for further expansion and inclusion of new categories and subject areas.
3. Include the use of vocabulary that would insure that the system could be readily converted into machine readable form at a future time.

In devising a system of classification, the simpler the system, the easier it will be to establish and follow and later to change as conditions warrant. For your purposes, a notation system, to provide each volume to be readily located, could be arranged within a simple four digit code. Theoretically, such a notation arrangement of letters and numbers will allow for more than 24,000 categories. Thus, the system would be hospitable to any new categories or subject areas that you might wish to include at a future time. The code would be used as follows:

Digit 1 would be a number indicating the general area of arrangement.

Digit 2 would be a letter A-Z indicating broad subject area.

Digit 3/4 would be a number in multiples of 5 indicating further subdivision within the broad subject area.

Example:

Area 1 includes all reference-type materials: dictionaries, handbooks, annual reports, legislation, membership directories, organization directories, secretarial manuals, statistical compilations, general encyclopedias, almanacs, trade directories, etc.

Area 2 includes books on specific subjects pertinent to your organization: biology, medicine, physics, zoology, etc.

Area 3 contains information relating to personnel management, production, marketing and business management.

Within each of these major areas, subject would be divided into broad categories as required:

1D all dictionaries, 1H handbooks, 1Q encyclopedias

2A aerospace, 2M medicine, 2Z zoology

3M marketing, 3P production, 3K computers

Within each category, subjects would be further specified:

1D05 English language dictionaries, 1D10 Spanish language dictionaries

2A05 Aerospace medicine, 2A10 Aerospace physics 2A15 Aerospace research

3M05 Marketing practices, 3M10 Mail order

By using numbers in multiples, further expansion is provided for at a future time. If, for instance, the firm begins doing busines with French speaking countries, the classification code 1D02, 3, or 4 could be used without altering the present system for French language dictionaries.

In order to retrieve each distinctive volume it is necessary to add an author identification to the code. English language dictionaries, for instance, could be numerous and so we add the first 3 letters of the author's name to distinguish one dictionary from another:

1D05
Web English dictionary by Webster

1D05
Rog English dictionary by John Roger

The use of the second line to the code is arbitrary and useful only to be sure that each volume has its own separate retrieval call number. The second line might also be used to further divide the author's works. Three separate Webster dictionaries might be further subdivided as 1D05 1D05 1D05
Web Webs Webg

Whatever arrangement is used, primarily the classification should insure that like information is classed together, and that each volume has a unique retrieval code. One word of caution...the obvious disadvantage of an original classification scheme is that the user coming into the library will not be familiar with it. However, an adequate card catalog and open shelves, together with a simple printed instruction-location card should give most readers easy access to the contents of the collection.

Because some books contain more than one subject and can only be placed

in one physical area on the shelves, a decision has to be made about the subject classification. This may be determined in several ways. The first choice would be to put the volume with the subject covered by the major portion of the editorial content. However, it might also be classified with the subject first mentioned in the content, or placed into the subject field most relevant to the work of the parent organization. Whichever arrangement is most practical, the other subjects should be recorded onto the catalog card and entered into the public card catalog for reader reference under individual subjects. In the event of a problem - whether in this instance or any other concerning the library functions and procedures - be guided by what will be most helpful and convenient for the READER; he is, after all, the prime reason for the library!

The discussion thus far has dealt with classifying books and monographs. Reports, miscellaneous pamphlets and technical papers may be filed into a separate pamphlet file (vertical file) alphabetically by author, or they may be divided into subjects according to the library's own classification scheme. If divided into subjects, they could be housed in a pamphlet box and put on the shelves with like information. They should be dated when recieved in order to facilitate the weeding process. Periodicals, most conveniently, could be shelved in a separate area of the library (possibly designated as Area 4). Current copies would be displayed on special slanted shelves purchased for the purpose, and past issues and bound volumes shelved alphabetically by title.

Cataloging

An alphabetical card catalog would probably be most convenient for a small special collection. Book catalogs are being used increasingly today, but

they are more efficient when machine methods are employed. Cards for books may be ordered from the Library of Congress, Washington, D.C. You may request order forms for this service from L.C. and the cards will be supplied in duplicate at a nominal fee. Information required for ordering includes correct author, title, place of publication, date and L. C. number assigned to the particular volume. This number customarily appears on the title page verso. Catalog cards are also supplied variously by commercial firms such as H. W. Wilson Co., and Alanar Co. If it is more practical to print your own catalog cards, you will need a copy of "Anglo-American Cataloging Rules" published by the American Library Association and possibly, for subject headings information, "Sears List of Subject Headings" published by H. W. Wilson Co.

Sample catalog card: (symbol # indicates one space)

```
#
#
#Call##Author's surname, forename or names
 No.        Title.##Statement of edition.####Place of
        publication, name of publisher, date.
            number of pages.##illustrations.


        SUBJECTS (as required)
```

List subject of the monograph as well as additional subjects likely to be requested by library users. For each subject word used, make an 'authority' note or card for the exact form and spelling chosen. It is important, for accurate and complete retrieval, to select the most current and professionally preferred term in each instance. For example, you may use "cancer", "oncology" or "neoplasms" but whichever is used that term should be recorded, and a note made from the other terms not used. If the preferred is "cancer", an additional card under "neoplasms" and one under the third term "oncology"

would say SEE term not used. In some fields, standard terms have been compiled in the form of a special subject thesaurus. If available, these will provide the most relevant subject words. If you are not familiar with all aspects of the topics included in the collection, do not hesitate to ask the help of other staff members in your organization. You will enlist their cooperation by asking their advice, and after all, it is they who will be using the catalog and depending on whether they refer to "cancer", 'neoplasms" or "oncology" they need to know what term is being used to effectively retrieve information they are seeking.

To file cards into the catalog, a subject heading is added to duplicate copies of the author card, and thus all information on one topic will appear together in the catalog. For consistent filing, a manual would be helpful: "ALA Rules for Filing Catalog Cards" 2d abridged ed. published by the American Library Association is one of many that are available.

In addition to manual typing of catalog cards, there are several processes of duplication available. These are useful in that they eliminate the necessity of typing more than one copy of each card (except for additional subject heading words) and save time and effort of proofreading several cards for each item. There is an attachment available for a standard Xerox machine and also a method of duplication by using the MT/ST selectric typewriter. The latter is an extremely efficient, rapid and economical method and is employed by many special libraries at this time.

To recapitulate, after establishing the goals for the library by personal interviews and consultation with management, you have planned the physical arrangement, initiated the inventory of existing materials and facilities, while placing orders for special furniture and possible office supplies.

You are considering the type of classification scheme most suitable for your own needs and are establishing for use with the collection a system already published or one of your own. When the book inventory is completed, an accurate accounting of reference type books presently available for use in the library will have been compiled. Now, additional basic reference sources could be ordered to fill in or add to the existing collection.

Basic Reference Collection

General areas for basic materials might include: general reference works in book form, government publications, periodical titles, newspaper titles, technical and internal reports, specifications and standards. Requirements vary in each situation, but the list below may serve as a guide to some specific reference materials basic to an information facility:

Unabridged dictionary	Geographical dictionary
Encyclopedia (one volume or multi-volume)	Atlas or gazeteer
Secretarial handbook	Telephone directories
Who's Who	Local maps
U.S. Government style manual	Bartlett's quotations
Hotel/Motel Redbook	Roberts' rules of order
Zip code directory	Trade literature - catalogs

Library Science books for cataloging, subject headings, filing

Local newspaper

Periodicals as indicated in subject area

General news periodical weekly

Financial paper, if warranted

Later purchases will, of course, be made on the basis of needs. Initially,

the above list should serve as the most preliminary guide to basic reference tools other than specialized dictionaries, handbooks, statistical compilations, and directories in your special subject area.

Ordering Procedures

Books may be ordered, using already established organization procedures for purchases. They may be obtained from individual publishers or through a local book dealer. Names of the latter will be found in a phone directory, but it might be preferable to ask for recommendations from other librarians in the area as service varies greatly in quality. A simple method for recording orders is to keep a looseleaf notebook with a page for each month. Record date of order, author name, title, edition wanted, publisher and place of publication, date, price (if available) and name of requestor. When the book is received, in the left hand margin record date of receipt and pencil line through ordering information. In this manner, a quick glance will reveal which items are still outstanding at the end of each month. Correspondence concerning delinquent orders or special requests could also be kept conviently on file, by date, in the same binder. When order is received, it must be checked before being processed to insure that it is the correct edition ordered and that all the pages are complete.

In a limited report, it is not possible to cover all areas concerned with building a particular collection. However, you might consider some of the following points: suggestions for purchases should be encouraged from users but carefully screened to make sure information is not already available in the collection. Also, in many instances, a book may be borrowed locally; particularly if it is for one-time use. Other sources of information for

new books as they appear are professional publishing journals such as Publishers Weekly, reviews in technical and professional journals, publishers brochures and catalogs, and newspaper reviews such as that appearing in the Sunday issue of the New York Times. The general feeling is that "gifts" are not desirable unless in unusual circumstances, and then only on a no-strings attached arrangement for their disposition. If your space is limited, it might be helpful to set a cutoff date for discarding purposes. Five years back is an acceptable time in order to keep your collection current. Books, older than five years, should be kept however, if they are classics in a specialty, written by an established authority or innovator, or are unique for the type of information and form in which it is presented. Of course, basic reference books are retained until a new edition is published.

Ordering, record keeping and routing of periodicals is an important part of library operations in a special library. Immediacy of its material, is one of the major characteristics of special library service. And book material, especially in a rapidly advancing and constantly changing scientific or technical field is sometimes outdated by the time it is published. Periodicals are usually a much faster instrument for transmitting information (although not always). One method for convenient manual control and record keeping for periodicals in the use of VISIrecord cards. These are 8"x8" color coded cards that have space for title, publisher, and columns to record receipt and routing disposition. The color might be used to denote various frequencies; subscription addresses and information could be recorded directly onto the card; routing lists also noted on the same card, and they are easily filed by title. Few titles could be recorded into a notebook, several hundred could

be accomodated in a pamphlet file box, but a greater number could be easily filed into a bin arrangement supplied by the VISIrecord Co. (Address listed at end of report with suppliers). After the periodical is received and recorded it is stamped with the library stanp and date. Various methods may then be used to route the magazine (or special report). One method is to attach to each issue a slip with the names of those requesting to see the title. Names are listed in numbered order with Library at the end. Another way is to send the periodical to each reader individually on a two day limit. In this manner, a clip could be attached to the cover calling attention to the article of special interest. Still another alternative, route a xeroxed copy of the table-of-contents to each user involved. When the routed copy is returned, this is displayed on slanted sheves provided for the purpose, and back issues are filed alphabetically by title on the shelves. As is the case with books, periodicals may be ordered directly from the publisher or through a dealer. When ordering titles on a subscription basis, consider that there may be professionals in your organization who receive some publications by virtue of the fact that they are members of the scientific or professional society involved. They may be willing to donate their personal copies for library use. Constant communication between librarian and personnel is the only way to insure that the most useful information is routed to each individual! A current awareness service is efficient only when the librarian knows what projects and plans each group or individual is pursuing.

Circulation

For ease of circulation, it is advisable to place a reader card in each book, and

a date due slip. These should be adhered to the back or front of the book cover. Pre-gummed items are available from the library supply catalogs. It would be helpful to have reader registration cards to record the employee's home address and have a record of his signature. Have the borrower sign the reader card himself, leaving space for the date due. If it is necessary to contact a reader concerning a borrowed book or periodical, you will have his signature to identify the loan, and his address to contact him if he has left the organization. Loan time will vary with needs, but in a small library a month should be adequate. At the end of each month, books that have not been returned would be recalled with an "overdue notice" card. Borrower cards are filed alphabetically by author and in the case of a borrower who keeps the volume permanently at his desk, the date might be stamped in red rather than black so that overdue notices will not be sent. Unless material is circulated to outsiders, fines are more trouble than they are worth. With circulation procedures, it is best to eliminate as many bookkeeping practices as possible. This allows more time for better and more information service! If, in addition to routing policies, periodicals will circulate, the name of the borrower, journal title and date could be recorded on a 3 x 5 slip of paper and filed with regular reader cards. A few days should be ample for this type of circulation. There are of course, mechanical circulation methods in operation, but these are hardly economical for a small plan.

Budget

The beginning operating expense for setting up the library will be determined by the size of the projected operation as well as the amount of equipment and supplies already available and on-hand. The initial budget will require

a considerably larger percentage of the whole for basic equipment and office and library supplies. Generally, we are considering two main classes of costs: starting-up costs and maintenance charges (including possible expansion and redesigning). Starting-up costs vary so greatly that they will be determined as the needs and goals are defined in each specific situation. After basic installation is complete and initial supplies purchased, budgetary recommendations should then be supplied by the librarian or information service administrator. Requests for the budget will be based upon the scope and extent of information services to be provided and includes costs of staff salary, book and periodical acquisitions, equipment and library supplies, operating expenses and professional association expenses. Generally, the portion of the library budget assigned to salaries falls within the 65-75% range. The remaining budget ratio is divided depending also upon what percentage of supplies and equipment are sent to the department without cost, and also provided that the overhead is not part of the library budget charge. It is well to keep in mind that the introduction of new fields of endeavor for expansion or diversification within the organization might require increased expenditures for salaries as well as periodicals and reference books.

Sample budget ratio:

Salaries (professional and clerical)	70%
Books, periodical subscriptions, documents	25%
Operating expenses	2%
Binding, mending, photocopy expenses	2%
Professional association & travel	1%
	100%

In determining the budget, it is important to note that the library that is not at least basically equipped with information tools will not be efficient. A lesser amount spent may well be not spent at all. The information services supplied to the parent firm is only as efficient as the support given to the library operation by the administrative staff as well as by budget support. It must be kept in mind, that the outlay of funds for initiating and operating a library service is not an accurate measure of its monetary value to the organization. Unfortunately, the library's usefulness within the company cannot always be measured in dollars and cents. Good library service provides needed information and materials rapidly; whereas without this service, high salaried technical personnel, editors and executives can waste much time trying to locate information they need - time which could be applied directly to increased output in the activities which are more proper to them. There is also the value to the organization of being made aware routinely of news and information they ought to have. This type of information can effect the installation of time and money-saving improvements in procedures and can contribute to informed business decisions for profit making advances.

Services to Users

Services to users in special libraries differ as much in detail as the organizations they serve. Some service functions are basic requirements for all libraries, but special libraries differ in that readers expect immediate material on demand and service is highly personalized. Other specialized functions include translations services, literature searches (current as well as retroactive), and the provision of some form of current awareness information for individual personnel requirements. As seen by the user, some of

the library functions may be: providing documents - any type or form of recorded information; providing answers - special information to answer a particular question; providing instrcutions - advising or teaching information retrieval methods or the use of special tools; providing citations - correct bibliographic information for specific titles or documents; providing facilities - work areas, microreaders and equipment for photocopying.

As seen by the library, some of its functions may be: selecting and acquiring publications - by perusing bibliographical sources, catalogs, professional library periodicals, and consulting readers; analyzing material to provide for convenient physical arrangement, content or subject indexing - to make information contained in these items readily accessible; providing materials in response to and in anticipation of requests; assuming responsibility for orienting new employees to the library resources and services and keeping readers informed on the contents and scope of the collection - issuing periodical lists of new acquisitions or providing an abbreviated manual listing library services. Other, less tangible services furnished by an efficient information facility include reducing duplication of effort, enhancement of interagency communication and stimulation of creative ideas by discrete presentation of selected information.

Conclusion

Planning, organizing and operating a special library is most efficiently managed by a professional librarian. However, this report is directed also to those individuals, lacking formal training, who may be faced with the task of setting up a small special information center within an organization or institution. The suggestions offered are intended to serve only as guides to some of the basic functions of library administration. Preplanning techniques

include analyzing needs and determining the anticipated services and objectives for the new system. Current methods of operation and how information requirements are presently being met are defin nen, consideration is given to making informed decisions on what action to take in order to achieve the desired goals. After requirements have been specified and the inventory is completed, those materials and modes of operation that can be continued will be retained as-is. Present practices that are adaptable to the new scheme can be modified accordingly. Where no previous models exist, new procedures contrived and new materials purchased. The report deals briefly also with interior design, delection of basic and special equipment, budget considerations, professional attitudes and some of the difficulties that may be encountered in the planning of any new system within an existing organization.

The success of the library plan can only be truly measured by the quality of its information service to readers. Whether operations are carried out by people, machines, or a combination of both, the effectiveness of the library function is assessed by how well its user needs are served, not by its mode of operation! An accurate evaluation of the proficiency of any special library facility cannot be made without also measuring the degree to which the objectives of the parent organization have been advanced.

Output-Services-to-Users is the key to planning, organizing, and operating an efficient special library!!!

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Appendix I.

Library Supply Firms:

Bro-Dart Inc.
P.O. Box 1120
Newark, N.J. 07101

P.O. Box 92337
World Way Postal Center
Los Angeles, Ca. 90009

Demco Educational Corp.
Library Supply Division
P.O. Box 1231
Hamden, Conn. 06514

P.O. Box 1488
Madison, Wis. 53701

P.O. Box 7767
Fresno, Ca. 93727

Gaylord Bros. Inc.
P.O. Box 61
Syracuse, N.Y. 13201

VISI-Record Card Systems
816 Glenbrook Ave.
Bryn Mawr, Pa. 19010

Appendix II.

Library Furniture Firms:

Bro-Dart Library Furniture
56 Earl Street
Newark, N.J. 07114

Los Angeles, Ca.

Brantford, Ontario.

Herman Miller, Inc.
Library Group
600 Madison Ave.
New York, N.Y. 10022

622 Merchandise Mart
Chicago, Ill. 60654

8806 Beverly Blvd.
Los Angeles, Ca. 90048

Remington Rand Office Systems
Library Bureau
801 Park Avenue
New York, N.Y. 13350

144 N. Robertson Blvd.
Los Angeles, Ca. 90048

Southern Desk Co.
Prestige Library Furniture
Hickory, N. C. 28601

Standard Wood Products Corp.
Donnell Line Library Furniture
Hicksville, N. Y. 11502

Appendix III.

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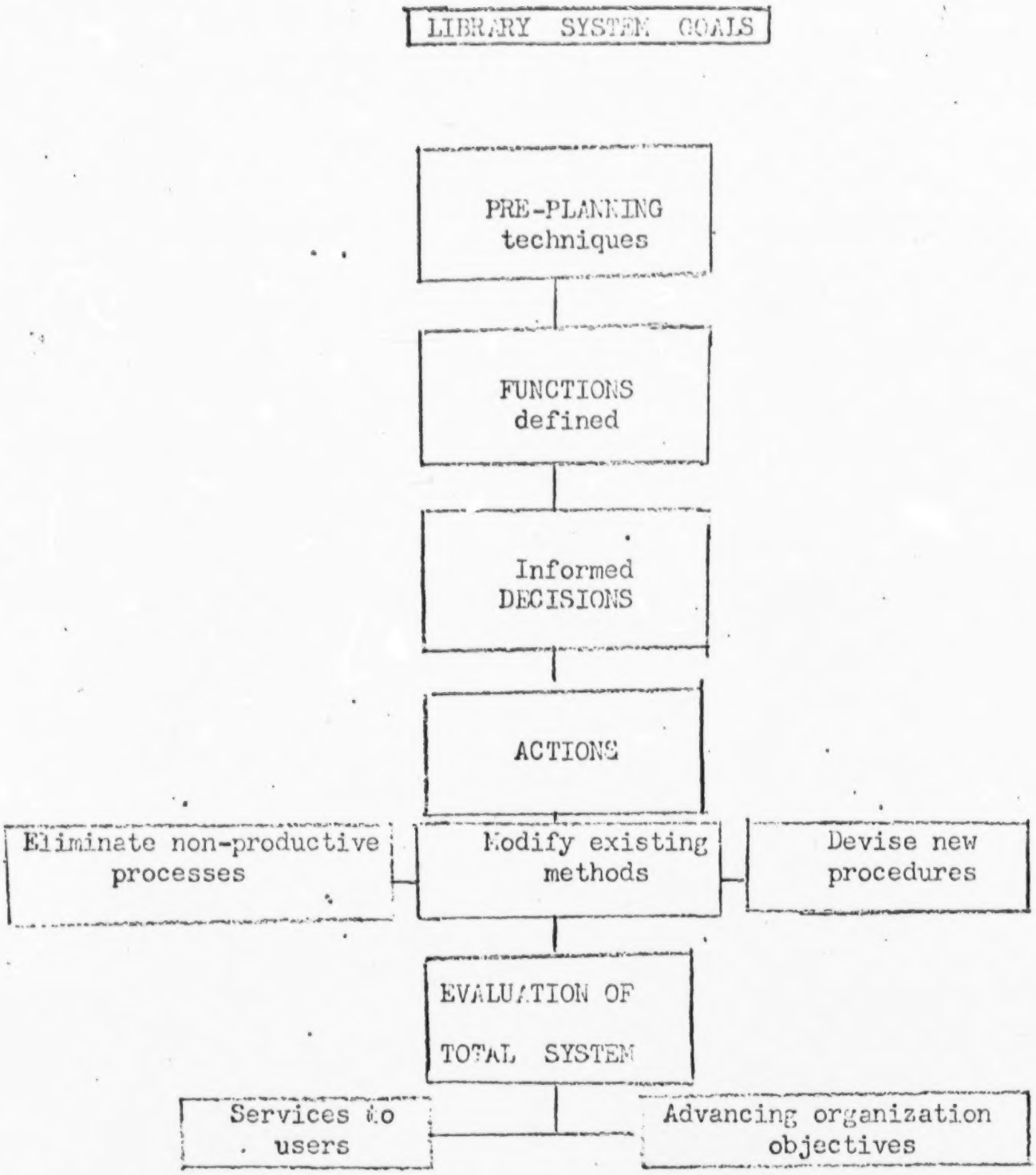
Appendix IVa



Appendix IVb.